

The PARAGON Perspective

From the President

PARAGON Perspective is sponsored by PARAGON Development, an international consulting organization specializing in new value creation for corporations. This is accomplished through new business development and optimized planning in addition to corporate venturing. The purpose of this newsletter is to update, educate, stimulate, and enlighten our friends and business colleagues on many topics involving new business development as well as the world at large as it may affect our businesses and/or our professional interests. We are not intending, and will not use this communication to promote our business. There are other times and places and opportunities for that.

We hope to inspire debate and pass along information that may enable all of us to better understand and succeed in our new business objectives in the future. We further hope you pass these along to colleagues who may have mutual interests.

We want to use this forum to do the following:

- Share information we have learned that we consider important concerning best practices, trends, successes and failures, conferences, and other elements that will enable all of you to grow your organizations with maximum top and bottom line results.
- Share information about select client initiatives that may be of interest based on technologies, markets, or business needs that you believe could fit within the scope of those client's interests.
- Share personal observations and even humorous items given to us by others.

We welcome your comments on any topic and we encourage you to contribute to future newsletters. The PARAGON Perspective is now in its third year and we thank everyone for their contributions, ideas and suggestions that have made our newsletter production easier and brought recognized improvements. We have incorporated several suggestions within this edition including add a pictograph that may challenge your perspective.

This month's newsletter will highlight our opinion on the business development topic: "**Mentoring**"

Jack Peregrim
Pres., PARAGON Development

Happy Holidays!

We at PARAGON Development send you our best wishes for a wonderful Holiday Season and hopes for a prosperous and Happy 2005! We thank our clients for making 2004 a very good year and look forward to continuing those relationships as well as serving new clients in 2005.

Paragon Update

We will be making changes to our newsletter with the first edition in 2005. The adjustments will be minor but one thing we have resisted was including 'marketing' oriented information about PARAGON. We have had requests too numerous to mention over the last few years from people who have received this newsletter via forward and want to know about our organization. Thus, our decision is to add information about PARAGON at the very end of the newsletter so anyone interested can find basic information.

We have just started 2 new projects dealing with strategic investments that will likely lead to acquisitions and we will share more about those as we get deeper into the efforts.

Informex
January 16-20, 2005 in Las Vegas, NV.

INFORMEX is a tradeshow sponsored by SOCMA (Society of Organic Chemical Manufacturers Association) focusing on fine chemicals that are key ingredients in pharmaceuticals, agricultural chemicals, food, and nutritionals among other industries. The show is always well attended with over 4,000 typical of the turnout and it is the event each year in its field.

Representatives from PARAGON will be attending and we would welcome the opportunity to meet with anyone who will also be at the event.

Additional program information can be viewed at: <http://www.Informex.com>

Technology Transfer/Capabilities

This section is open for clients, friends, and other newsletter recipients to spotlight technologies they have available for licensing, acquisition, development, or could be available to use. Please send a description of your technology to be posted in this section for future newsletters. Inquiries can either be sent directly to those who have posted information, or, we could forward any/all inquiries to you. This section is for non-client project technologies that we will highlight.

This newsletter has a distribution of several thousand individuals who are primarily in new business development, so the audience is one that has the potential to generate legitimate interest. We do reserve the right to withhold posting any technology closely related to ones in which we have a client conflict.

If you have any interest, please contact Jack Peregrim at:

(203) 288-4154 or Peregrim@ParagonDevelopment.Com

Although it is not directly involving a technology, we would like to put the following on our bulletin board as it is from someone in our PARAGON Network™ who has been a strong contributor in our past Forums. His name is Jim Litchko and his expertise is in security - a very hot topic these days. He is also a proponent of the series of 'One-Minute Manager' books and thus his books are succinct and are quick reads. We recommend the following for anyone who is involved in security of facilities, operations, or processes. And, we all should be at least interested. The books are:

The KNOW IT Security book is about an enterprise (an Internet Gambling Casino) that is undergoing an IT security assessment from using a contactor. From their interaction in this short (a two hour read) the director of the virtual casino understands that security must be acceptable you the clients, than non-technical security solutions (physical, personnel, and procedural) can be more effective then the traditional technical ones, and that the assessment is more effective if you approach it from a business perspective.

The KNOW Cyber Risk book is about how to conduct and control an IT security assessment from a business perspective, how to cooperate with IT security experts, and how to sell or convince management on the need for funding security. We wrote it as a quick story (2 hour read) about an IT manage that is forced to conduct an IT security assessment by his CIO and how he and his poker partners (a cop, salesman, and bureaucrat) build effective strategies to successfully work those three issues (conduct, control, cooperate, and convince).

For additional information on these books you can go to <http://www.knowbookpublishing.com>.

Quotes of the Month

"The brain is a wonderful organ. It starts working the minute you get up in the morning, and does not stop until you get into the office." *Robert Frost*

"You may delay, but time will not." *Benjamin Franklin*

"Only through curiosity can we discover opportunities, and only through gambling can we take advantage of them." *Clarence Birdseye*

"If you don't understand what makes people tick, they won't tick." *Robert Swan*

“It is inevitable that some defeat will enter even the most victorious life. The human spirit is never finished when it is defeated. It is finished when it surrenders!” *Ben Stein*

“New opinions are always suspected, and usually opposed, without any reason but that they are not already common.” *John Locke*

“The aim of science is not to open the door to infinite wisdom, but to set a limit to infinite error.” *Bertolt Brecht*

Blame

“Blameless people are always the most exasperating” *George Eliot*

“An expert is someone called in at the last minute to share the blame.” *Sam Ewing*

“Things that are done, it is needless to speak about. Things that are past, it is needless to blame.” *Confucius*

New Technologies Being Sought

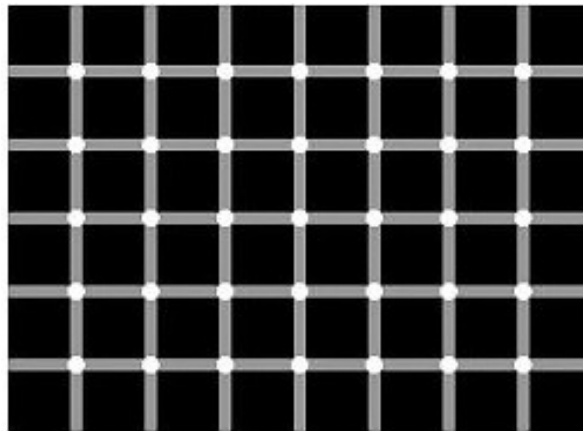
Products/Technologies

A client is looking to license or develop via collaborative agreements new processes (including catalysts) that can produce pharmaceutical intermediates for a large contract manufacturer to the pharmaceutical industry.

If anyone has technology or products of interest, please contact us and we will arrange a presentation or communication with the respective clients.

You can contact: Jack Peregrim at: Peregrim@ParagonDevelopment.com

Count the black dots!



Web Site Additions

We have updated our web-site recently but will continue to add to our alliances and partnerships page, which provides sourcing to our clients on services that they may be seeking in specialized functional or industry areas. As such we will post organizations and individuals who we **know** to excel in products and services.

If you would like to be included in this listing (free of charge), please submit a request to us with a short (50 word) description of your products and services, as well as direct contact information. We view this as a mutual service to our clients as well as companies, consultants, and other entities we have had the pleasure to work with.

We encourage readers to review the organizations and individuals on the website as they are limited to those people we have personally qualified. This is also a service we offer without compensation, as our intention is to serve as a 'catalyst for success' in a broad way that extends beyond those areas where we are best in kind.

Interesting Words

Adscititious: (AD-si-TISH-es) Adjective
Supplemental, additional.
Derived or added from an external source.

Exegesis: (Ek-si-JEE-sis) noun
Critical exposition or interpretation of a text.

Cavil: (KAV-el) Verb
Raise petty and irritating objections.

Soigné': (swahn-YAY) Adjective
Well groomed and sophisticated.
Carefully designed and prepared.

Mentoring

Experiences:

Our 'data points' are not enough to declare that a 'new wave' is occurring in corporate processes based on mentoring; but we have been involved in several recent examples that we want to share. What we have observed in the organizations reflected below includes a very strong passion and commitment worth noting.

Mentoring has been around since people began passing learnings from one generation to the next; and the vast majority of us have been mentored by others in formal or informal ways. But, at least in our experience, mentoring has mostly occurred between individuals and not initiated by organizations in a systematic way which is what we are beginning to find today.

The two clients we have been involved with are drastically different. One is a specialty/commodity chemical company and the other is a high tech electronics based organization. What they have in common is recognizing that success involves both talent and training, or, in other words, both art and science. Each organization has a commitment to be leaders in their fields and back that up with funding for the activities that will get them there - high R&D per sales that is tops among primary competitors along with clear support for mentoring and other business best practices.

Each organization has different 'twists' to their mentoring programs. The chemical company is focused within the functional areas. As an example, sales will have a mentor within sales with many years sales experience. Also, the chemical company's mentoring program involves people at different levels, such as the Director of sales being the mentor for a new sales representative.

The high tech electronics company has initiated a different approach. They prefer mentoring to be peer-to-peer because they feel they establish better personal relationships, which are key to the outcomes they are seeking. They also want someone chosen to have several mentors who are in other functional areas. As an example, one of our contacts had 3 diverse designated mentors – one in sales, one in finance, and one in applications research. Our contact's responsibility is in new product development.

In both examples there are clear commonalities:

- A very high level of enthusiasm and acceptance. Those involved either as student or mentor expressed that it was tremendously motivating and productive. We detected nothing but 'raving fans'.
- A commitment to mentoring in a systematic way that ensures that other responsibilities and commitments do not 'squeeze out' the time necessary to make the program work. (In the high tech organization, an extra day was set aside after a conference for the two individuals to go to Disney for the day and just "talk about things while in lines".)
- Management has been measuring the results of the program in terms of actual production and value added; and each are convinced beyond any doubt that their programs provide strong competitive advantage and are key ingredients in achieving strategy.

Lessons Learned:

Some of the things we have learned from working with and observing the programs are the following:

- The program needs to be initiated in a small and deliberate way until the 'bugs' are worked out. Each organization shared that. And, each said that the programs took off on their own well before they

thought they would. The recommendation is to find champions whose personalities and motivation will enable mentoring to occur with little or no intervention or training. (Self starting)

- Do not force people to be mentors no matter how valuable it could be based on their potential for training. One of the clients shared an experience where they had an inventor in R&D and “would give anything to be able to ‘clone’ him”, but, his personality was not amenable to mentoring; and both he and his students (2) ended up frustrated and the overall effect was less rather than more value created. People can *learn* to mentor but that is a long-term proposition and the program needs to be imbedded into the organization’s culture before that will be productive.
- Take an approach similar to establishing a quality process in supporting the effort and be pro-active in that support. Spend money to support the program and plan for the ‘trade-offs’ that will occur in establishing the program. As an example, if people typically work 9-hour days, adding an hour a day for mentoring doesn’t mean establishing 10-hour days!
- Use the term often and with ‘dignity’. A mentor is not a trainer; they are much more than that. The relationships are both personal and professional.
- Have clarity in the foundation of what the mentor’s role is. The key word is foundation. If the mentor is in finance, then the relationship should be based with about 75% in learning the specifics involved in being the best in finance. Beyond the information shared is another level that cannot be quantified up front; and that is the ‘art’ piece. The mentor will be sharing **how** to apply information and under what circumstances. (Even how to maneuver through the politics within an organization or the relationships with suppliers, customers, partners, etc.)

Recommendations

There are several recommendations if anyone is interested in mentoring programs:

- There are many books on the subject by people whose experiences and study of mentoring far exceeds ours. A good first start is reading one or several to understand mentoring in much greater detail than what we have touched upon today. And, mentoring has many descriptive terms, i.e. coaching. Don’t limit your study to the term ‘mentoring’ only.
- Don’t waste your time in looking at this unless your organization will accept the program. Many companies’ cultures just do not fit a mentoring program and it would only cause frustration to try and initiate one. We do recommend the step above in any regard as any individual can benefit from mentoring or coaching, but it will be on an individual and not systematic level.
- Make personal or organizational commitments for the long haul. Mentoring is not a ‘one week’ program in most cases. The best mentoring relationships are true relationships and not ‘quick dumps’ of information.

It has been our intent to pass along things we have learned or experienced on topics involving growth and new business development, particularly ones that may be provocative or beyond those considered every day. We do not try to presume to be the leaders in all areas we cover and we invite others to contribute with comments, additions, or criticisms. We encourage feedback in any media and will post your contribution in a future newsletter if you allow it.

We also will continue to focus on topics that the reader’s choose in almost all cases over ones we consider within our staff. So please continue to send requests for topics that you want to have covered.

Business & Other Anecdotes

Success

Just before Ronald Reagan gave his speech at the Republican National Convention in 1980, accepting his Presidential nomination, he said; “My first thrill tonight was to find myself, for the first time, having a starring role in prime time.”

Opportunity

In 1872 George Westinghouse took out his first patent for an automatic air brake that would function far more quickly and safely than the hand brakes used at the time. He wrote to Cornelius Vanderbilt about his invention and received his letter back with the comment scrawled on the letter that “I have no time to waste on fools.”

Westinghouse approached others who financed the development of the products and the product was a large success. News of the product reached Vanderbilt who invited Westinghouse to come and see him to which

Westinghouse returned the letter with his comments that "I have no time to waste on fools. George Westinghouse".

Wrong?

Asked whether he had ever been wrong, John Foster Dulles considered the question for some time before replying "Yes." He finally admitted that: "Once, many, many years ago. I thought I had made a wrong decision. Of course, it turned out that I had been right all along. But, I was wrong to have *thought* that I was wrong".

We hope you learned something from this and/or stimulated an action that leads to new opportunities for you and your organizations.

Previous issues of our newsletters can be found at <http://www.paragondevelopment.com/perspective.html>.

Your friends at:

PARAGON Development

[WWW.paragondevelopment.com](http://www.paragondevelopment.com)

We hope that you have enjoyed the issues of *The* Paragon Perspective that you have received and will let others who might find this newsletter useful know about our publication. To provide us with profile changes; or to let us know about other individual interested in receiving our newsletter; or for other information just click on this link <http://www.paragondevelopment.com/contact.html> (or copy and past this shortcut) and complete the Contact/Request for Information form (be certain to include your email address) or you may simply reply to this email and provide us with (or ask us) the information.

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